

's 4 x 4

| 1 Performance | | 2 | Results | |
|---------------|------|-------------|---------|---------|
| Alert | | 1 Faster | | |
| 2 Curious | | Easier | | |
| Responsive | | Cheaper | | |
| Resourceful | | Bigger | | |
| 3 Being A | Hero | 4 Drives M | | e Crazy |
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Workshop Materials

GROWTH

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The 4 x 4 Guide Example

Name: Date:



Lynda's 4 x 4

| 1 | Performa | ince | 2 | Results | |
|--------|-------------------------|--|--------------------|---------------------|--|
| 1 A | lert | Always watching out for new, interesting, and odd things that represent possible new capabilities. | 1 Faster | | Constantly finding tools, systems, and networks that enable me and us to do things more quickly. |
| 2 | Curious | Always going deeper, finding out how things work in themselves, and how everything connects. | Easier | | Constantly finding ways to get more done with less effort. |
| 3 R | Responsive | Always moving quickly on a new opportunity for me and the company to be tech savvy. | 3 | Cheaper | Constantly finding new ways to cut the costs of getting our You x 10 results. |
| 4 R | desourceful | Always linking up with other people to get results as quickly and completely as possible. | 4 | Bigger | Constantly finding new ways of maximizing and multiplying our You x 10 capabilities. |
| 3 | 3 Being A Hero | | 4 Drives Dan Crazy | | |
| | ech Trade irectory | Continually making us "Tech Knowledge Central" in the eyes of our You x 10 participants. | 1 | Black Holes | Projects that are started, then disappear into a void. |
| | MART oards | Continually expanding my understanding and hands-on mastery of our SMART Board capabilities. | | Kept In The Dark | Projects are moving forward — or stuck — and I don't know what's happening. |
| _ | an's Pad® | Continually making my iPad more useful to me in every area that I specify. | 3 | Bottlenecks | Projects are stopping with you and piling up — and you're not asking for help. |
| _ · | enerator/ ransformer | Continually working with me and others to make our two You x 10 platforms more useful to everyone. | 4 | Back Stage-itis | Projects are being slowed or stopped by Back Stage opposition or obstacles. |

This is an actual 4 x 4 that Dan Sullivan created when he was hiring Lynda, his Tech Trade Manager.

The 4 x 4

- This tool is designed to help you clarify and then communicate your expectations to team members. Each person will have their own specific 4 x 4.
- As you fill this out, you'll think through your needs. You can use it to set team members up for success so they're clear and confident.
- The 4 x 4 shows them 12 ways to be a hero, and four ways they can get into trouble.

Performance

- In a growing entrepreneurial organization, look for team members to be alert, curious, responsive, and resourceful.
- Using our example as a guide, write your own definitions for these four performance requirements. Tailor them to the person.

Results

- As you're growing 10x, you'll want each team member to look for ways to do things faster, easier, cheaper, and bigger.
- Using our example as a guide, write your own definitions for each type of results. Tailor them to the individual.

Being A Hero

- This section clearly defines the team member's four areas of responsibility.
- Think through their most important areas of focus and describe the actions you want to see in each one.

Drives You Crazy

- This describes how this team member can get into trouble. By clarifying and sharing the ways someone can "drive you crazy" up front, you'll reduce or eliminate these behaviors and help them stay out of the danger zone.
- Define the four ways this team member can get into trouble with you and describe each one.

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